Newark Public Schools
School Advisory Board
Superintendent's Report

In this Report:

- One Newark
- Universal Enrollment – One Newark Enrolls
- School Safety

District Priorities…

This is our **ultimate goal**…

Ensure all students graduate college-ready

All students master academic, social, and emotional skills to succeed in college

…we will get there
by dramatically **transforming teaching and learning**…

Develop effective professionals in every classroom

All teachers are professionals who focus on what students learn rather than what they are taught

Cultivate transformational school leaders

Principals maintain laser focus on college readiness for all students and have decision-making flexibility and accountability to drive results

…and creating the **enabling conditions** for this transformation to occur

Re-imagine NPS as a service-oriented team

Central office exists to serve and support schools as the primary unit of change

Provide top tier school options for all students

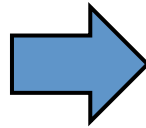Every Newark school ensures that all students are on track to graduate college-ready

Engage and involve stakeholders to contribute to college readiness

Families and communities recognize and advocate for great teaching and schools; families actively partner with schools to ensure their students are on the path to college readiness
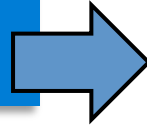
3

Priorities

Objectives
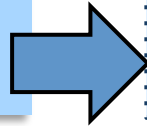
Ensure all students graduate college-ready

- College-going culture
- Common Core
- ACT
- Higher Education Partnerships
- Social and emotional learning
- Building college knowledge
- Technology

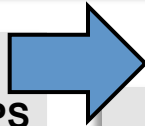**Develop effective professionals in every classroom**

- Teacher pipeline
- Teacher teams/peer support
- Teacher evaluation
- Breakthrough contract

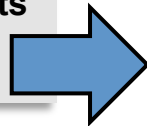**Cultivate transformational school leaders**

- Recruit and retain
- School-based progress reports
- Best-in-class training
- School-based budgeting
- Layer above school
- Breakthrough contract

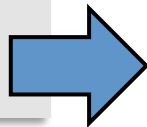**Re-imagine NPS as a service-oriented team**

Provide top tier school options for all students

- Optimize resources
- Data and technical infrastructure
- Transform operations
- Restructure teams
- Core values
- Magnet Schools admission process
- Adolescent-focused programs
- Early Childhood Education programs
- Charters as Partner transformation – sharing training and promising practices
- School Turn Arounds

Engage and involve stakeholders to contribute to college readiness

- Performance data
- Gap between school and home
- Strategic partnerships
- High expectations for students, schools, and NPS

All students in Newark are in excellent schools and thriving communities, and are on the path to excel in college and 21st century careers

Executive Summary

One Newark is a community-wide agenda to ensure all students are in excellent schools and thriving communities. Out of 100 schools in Newark, only 20 are great. One Newark's commitment is to ensure our children have 100 excellent schools.
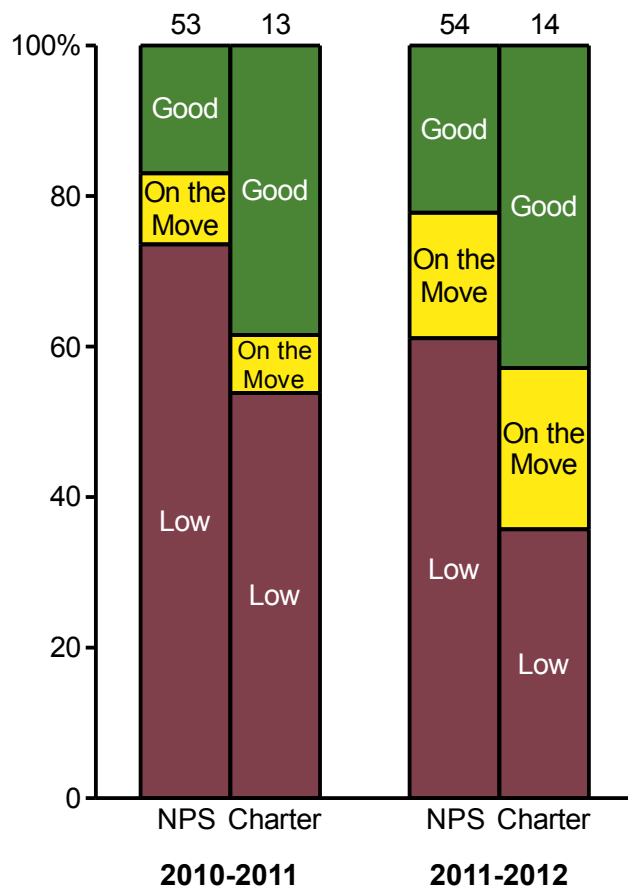
We will accomplish this through strategies around Excellence, Equity, and Efficiency.

- **Excellence:** All schools, charter and district, will be judged according to the same rigorous scorecard, and the results will be available to everyone in our communities. We will continue to grow high-performing charter schools while ensuring that district schools enjoy the same conditions that allow the charters to succeed.

- **Equity:** Our students with the greatest challenges – from the poorest homes, with disabilities, English language learners and those involved with the court system – will be served with great schools first, not last.

- **Efficiency:** We will ensure that our workforce matches our budget, but will retain our top performing educators who will make our schools great and limit the impact of job cuts on our communities. We will not allow empty or dilapidated school buildings to become a blight on our communities.

Challenge #1: Chronic Under-Achievement
Many schools are not putting students on a path to college or a great career

NPS and Charter K-8 Schools by Performance Group, 2010-11 to 2011-12

- In 2010-2011, **75%** of district **K-8 schools** were classified as "**Low**"
  - Low schools are defined as low proficiency and low growth
- Schools throughout the city are improving, while charters are demonstrating what is possible
  - In 2011-2012, the number of district K-8 schools classified as "**low**" **decreased** to **60%**
  - Since 2010-2011, the number of "low" charter schools has declined by approximately 50%
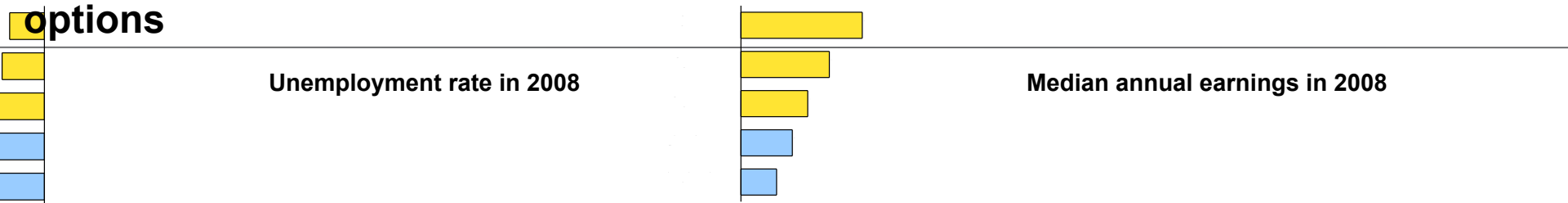
Performance Group Definitions based student performance on the NJ ASK:
- **Low**: Average LAL Proficiency is below 200, and median Student Growth Percentile (SGP) is below 50.
- **On the Move:** Average LAL Proficiency is below 200, but median SGP is above 50 or SGP has improved by 8 points.
- **Good:** Average LAL Proficiency is above 200.

Challenge #1: Chronic Under-Achievement

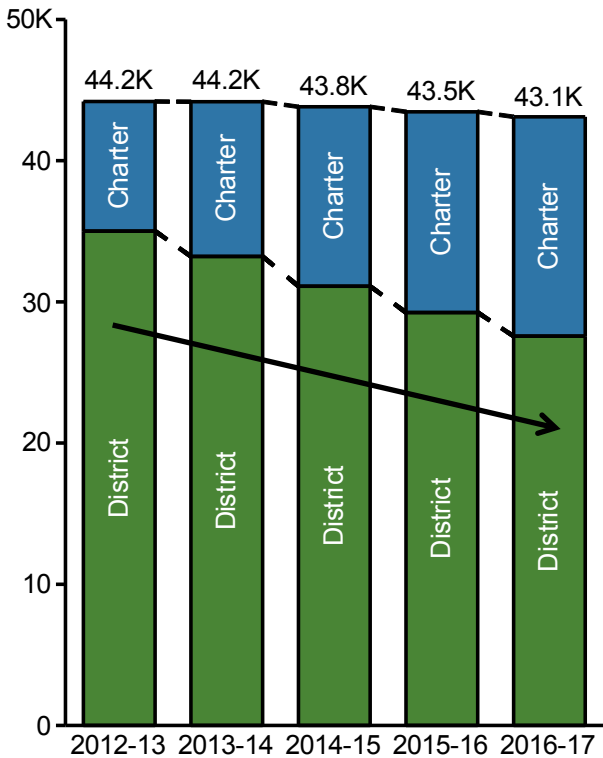## Maintaining the status quo has a catastrophic impact on our students' life options

Unemployment rate in 2008

Median annual earnings in 2008

Challenge #2: Declining Enrollment
Families are "voting with their feet" and choosing other options

K-12 Students in Newark, 2012-13 to 2016-17

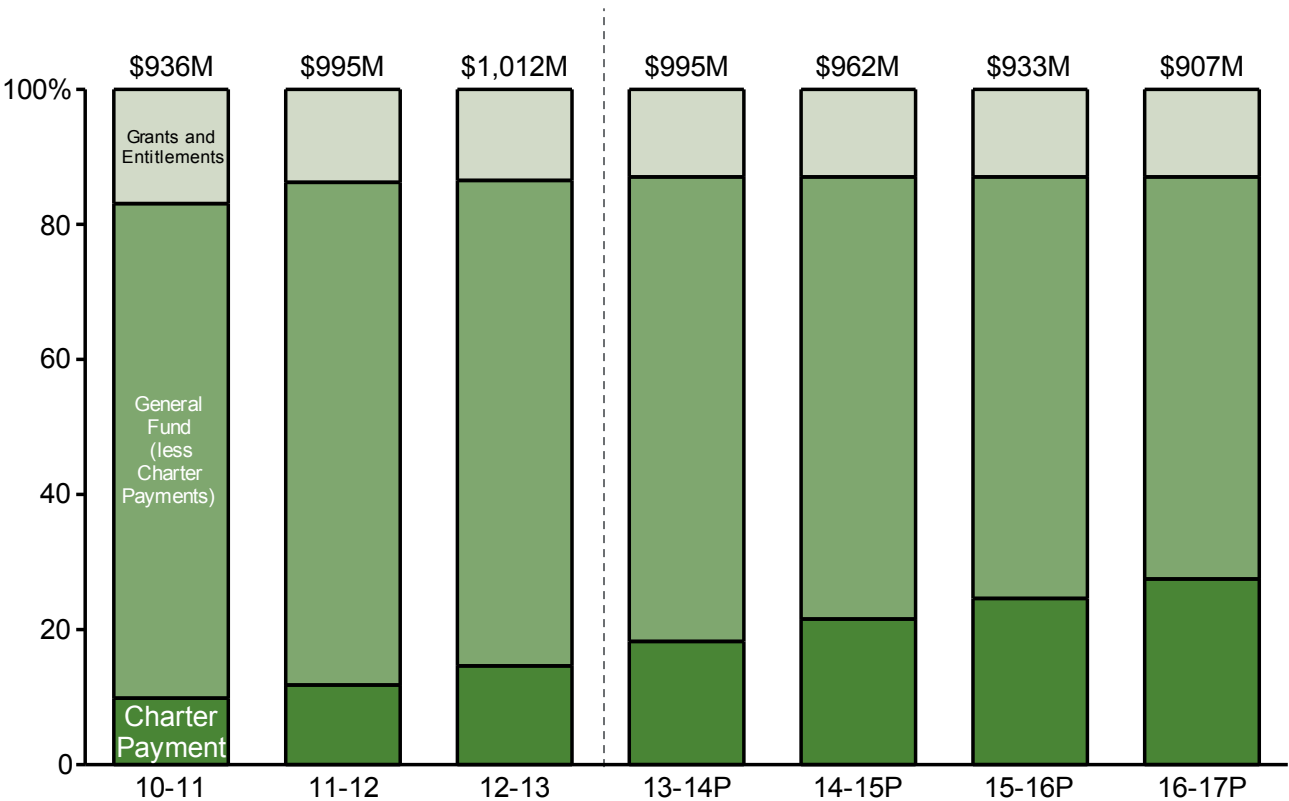|	2012-13	2013-14	2014-15	2015-16	2016-17
Total	44.2K	44.2K	43.8K	43.5K	43.1K
Charter	9.2K	11.0K	12.7K	14.2K	15.5K
District	35.0K	33.2K	31.1K	29.2K	27.6K
Charter (%)	21%	25%	29%	33%	36%
District (%)	79%	75%	71%	67%	64%

- There has been a significant shift in NPS student enrollment due to charter growth
  - NPS will have gone from serving 95% of students in school year 2009-2010 to about 60% by school year 2016-2017
- About half of our families are expressing dissatisfaction with NPS and are seeking other options
- Approximately 8,000 students are in charter schools and 10,000 families are on waiting lists
  - In the South ward alone, 40% of families are applying for charter seats
  - We see a similar phenomenon in high schools and in non-NPS run Early Childhood sites

- This is based on charters that have already been approved growing to scale.

Challenge #3: Ongoing Fiscal Challenges
As we seek to build the strongest future portfolio of schools for Newark, we will grapple with significant budget implications

NPS Budget, 2010-11 to 2016-17P

- As students leave, so does the funding
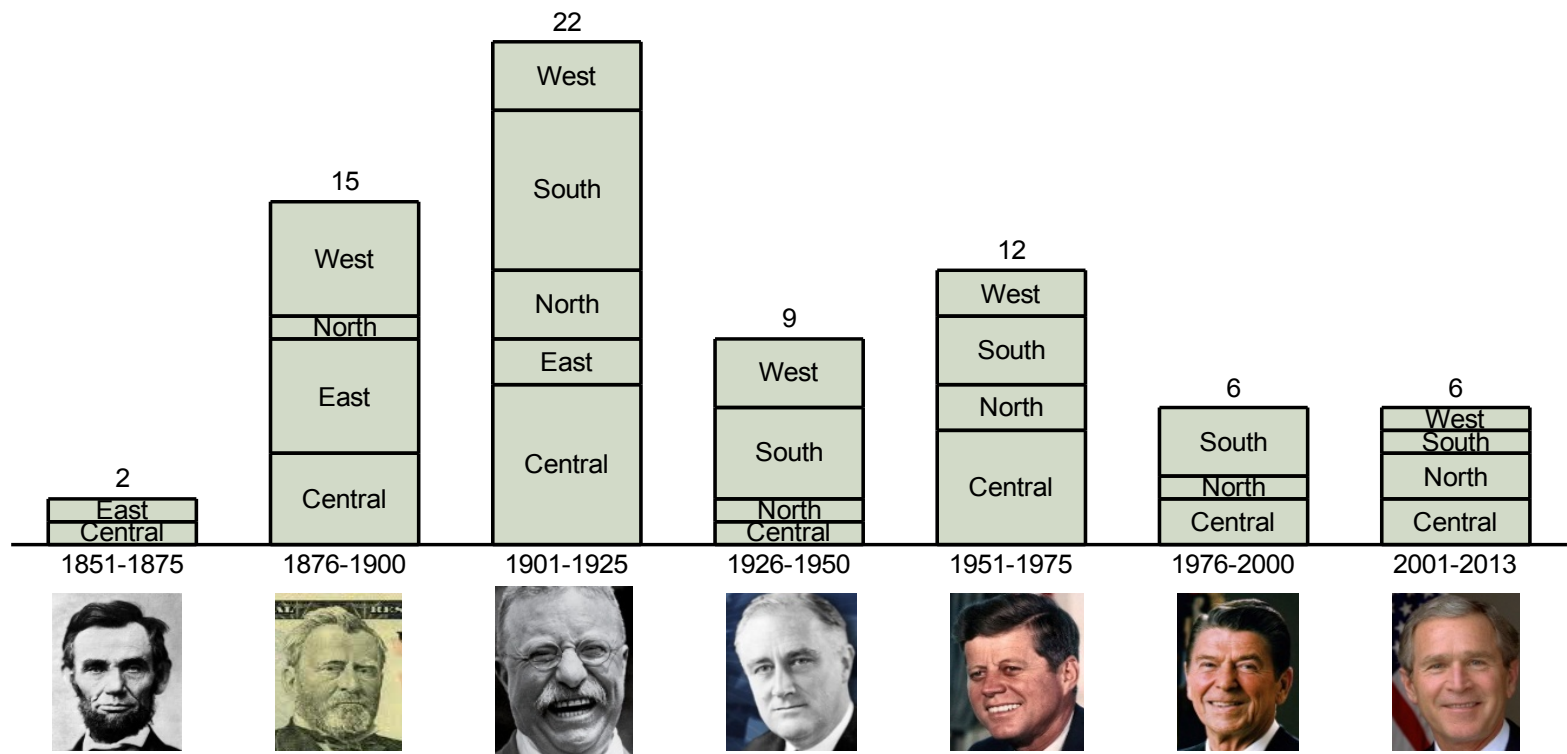- By school year 2016-2017 alone, 36% of NPS' general fund will be charter payments

	10-11	11-12	12-13	13-14P	14-15P	15-16P	16-17P
Charter Payment as % of Total	12%	14%	17%	21%	25%	28%	32%
Charter Payment	$92M	$117M	$148M	$182M	$207M	$230M	$249M
General Fund (less Chrt. Pmt)	$686M	$740M	$727M	$685M	$630M	$583M	$540M
Grants and Entitlements	$15M	$127M	$137M	$129M	$125M	$121M	$118M

Note: Assumes a revenue downside case   Source: NPS Data

Challenge #4: Un-level Playing Field
We must focus on high quality staff and high quality schools

- For decades, accumulated wear and insufficient resources have caused the district's school buildings to steadily deteriorate, and they are now in the worst condition they have ever been
- It will cost over $1.3 billion to bring all buildings to 21st century standards.

1851-1875	1876-1900	1901-1925	1926-1950	1951-1975	1976-2000	2001-2013
2	15	22	9	12	6	6
East, Central	West, North, East, Central	West, South, North, East, Central	West, South, North, Central	West, South, North, Central	South, North, Central	West, South, North, Central

Source: NPS facilities Data

Building and Sustaining a One Newark
To reach our goal of 100 excellent schools, the core principles are clear

1. **Excellence: We must ensure every student, regardless of race, class, or neighborhood, has access to an excellent school**
   - Excellent schools have five ingredients: (a) a transformational leader, (b) a clear mission, vision, and set of core values that are palpable, (c) teachers who are selected because of their quality and "fit" with the school mission, (d) facilities and safe environments that support that mission, and (e) families who feel they are meaningfully engaged and are excited about the school
   - We created School Snapshots across public charter and Newark Public schools to ensure an equitable and transparent means of measuring progress, growth and retention. We need one yardstick against which everyone is measured equitably
   - Excellent schools ensure students master the core academic skills that will help them succeed alongside the social, emotional, and technological skills; embracing the common core standards will help our teachers focus and our students win

2. **Equity: We must ensure that all students are on the pathway to college and a 21st century career**
   - Students in the greatest need of support (those living in communities struggling with the most dire poverty, those with disabilities, those learning English as a second language, those who are "court involved") - should have access to great schools
   - All neighborhoods should have great schools. Currently many new schools are being built downtown leaving some of the poorest wards – primarily the South and West – with even fewer students in crumbling buildings; we must invest in excellent schools, including charters, in every ward

3. **Efficiency: We must ensure that every possible dollar is invested in staff and programs that will make a positive difference for all students**
   - We believe NPS can and should remain viable and be part of the solution
   - In order to do so we must advocate for radical solutions to decades-long challenges around facilities and staff quality – and make tough choices to ensure that every possible dollar is invested in our 100 Excellent Schools vision
   - We will not allow empty or dilapidated school buildings to become a blight on our communities

100 Excellent Schools
To make good on our promise for a One Newark, we must accomplish 7 things

1. Implement a common accountability framework that holds all schools – both district and charter – to the same standards

2. Maximize a universal enrollment system that ensures equity and transparency, while creating an easy to understand enrollment process for families

3. Fix our crumbling schools by investing in 21st century learning environments, making difficult decisions about which facilities we must divest and which facilities we will prioritize, and holding the State accountable for solutions that break through the red tape

4. Advocate for policies, including waivers from existing statutes, that will allow us to consider quality along with years of service while making decisions about "right-sizing" our workforce

5. Support Newarkers who may be impacted by district transitions through education, job training, and other support

6. Ensure there are excellent schools and no vacant buildings in every ward by collaborating with high-performing charters and consolidating NPS' resources to run fewer, better schools

7. Grow NPS' capacity to innovate in order to meet diverse student needs, which will require investing in new priorities and stopping funding failed policies and actions from the past

Long-term Ward Plans
Our Seven Guiding Questions for Planning

1. What is the quality of our buildings?

   - How do we ensure we have a plan for every single building?

   - How do we invest money in our best and/or most used facilities?

2. How many early childhood classrooms currently exist?

   - How do we create conditions for strong oversight, community engagement and management?

   - How do we consolidate sites to ensure quality?

3. How many district K-8 schools do we need based on enrollment trends?

   - How do we bring back and retain students for our K-8 schools?

   - How do we work with high performing K-8 charters to align supply and demand?

4. What are the different options available for high school students?

   - How do we ensure that school offerings in high school are most aligned to student needs – and represent diverse school models?

5. How does the plan preserve history and community?

   - What can be done to acknowledge and preserve our educational institutions?

6. What will be the impact on neighborhoods?

   - How do we ensure quality schools in all neighborhoods?

7. Which buildings do we need to divest (e.g., monetize or level)?

Who Can Apply?

- Families will submit **one application** for each child who is applying to school

- **Paper** and **online** application options will be available

- Students must complete an application to attend a **new school**, including for **Kindergarten** and **9th grade**

- Students in **any grade** can choose to submit an application if they want to **change schools**

- Those students who want to stay in their schools do not have to submit an application

- Families can list up to **8 schools**

Universal Enrollment – One Newark Enrolls

Participating Schools

All District Schools

NEWARK PUBLIC SCHOOLS
Cami Anderson, State District Superintendent

16 Charter Schools - Over 80% of charter seats

Great Oaks Charter School

Greater Newark Charter School

Lady Liberty Charter School

Marion P. Thomas Charter School

Merit Prep Charter School

Newark Educators Community Charter School

Newark Legacy Charter School

Newark Prep Charter School

North Star Academy

Paulo Freire Charter School

People's Prep Charter School

Philips Academy Charter School

Roseville Community Charter School

TEAM Charter Schools

University Heights Charter School

Visions Academy Charter School

Key Dates

January 6	Application Opens (Online & Paper)
January 11	School Fairs
February 14	Application Closes
April	Families are notified about their match

Universal Enrollment – One Newark Enrolls

Families will receive information about One Newark Enrolls in several ways

Touch Point	Content	Launch Date
Report Card Insert	• Application Link • NPS Student ID	December 5 (NPS) Week of 12/9 (Non-NPS)
School Guidebook	• Process guidance • Details on each participating school	January 3
Online Enrollment Center	• Process guidance • Online application form	January 6
School Fairs	• Process guidance • Tables for each participating school	January 11
Guidance Counselors	• Advice and information about school options	Ongoing
Community Organizations	• Process help • Access to computers	Ongoing
In-School Events	• Process guidance • Access to computers	Ongoing

School Safety

Improving School Safety & Culture:
Create the Conditions for Learning

Theory of Action

CHANGING *OUR* POLICIES

SHIFTING *OUR* PRACTICE

STRENGTHENING PARTNERSHIPS

PROVIDING SCHOOLS RESOURCES & SUPPORTS

Create Conditions *for* Learning

- Building nurturing relationships between adults-students
- Fostering positive connections between students and their peers
- Disrupting the school-to-prison pipeline
- Creating safe and supportive schools

Goals for SY2013-2014

Convene school and district staff, students, parents, first responders (e.g., law enforcement, EMS), and mental health and social service providers to develop a comprehensive inter-departmental and inter-agency plan that will –

- Identify trends in school violence and disruptions (e.g., *gang activity, weapons, drugs, truancy*) and develop evidenced based strategies for prevention

- Decrease the number of incidences of school violence and disruptions

- Increase the percentage of students and school staff who report feeling safe at school

- Decrease the number of school-based arrests for non-violent offenses through diversionary programs (e.g., Youth Court)

- Improve community relations and engagement of students and parents in promoting school safety

Priorities for SY2013-2014

Policies

- Align school security policies with the shift to restorative practice to promote alternatives to punitive discipline practices that criminalize students for disciplinary infractions

Training

- Train Security Personnel to proactively recognize signs of school violence and respond to incidents (e.g., crisis management, drugs, gang activity and engaging students with special needs) effectively

- Redefine the role of School Resource Officers in schools to focus on – law enforcement, promoting positive behaviors through student programming, educating school staff on violence prevention strategies

- Improve proper documentation for compliance with state and federal reporting

Priorities for SY2013-2014

Communications & Coordination

- Improve communications protocols for crisis management and appropriate response to incidences of school violence and disruption

- Collaborate with the Newark Police Department, and other local law enforcement agencies, to extend the District's ability to proactively prevent school violence and address community issues, such as truancy

Technology

- Upgrade technology to more efficiently maintain safety in all schools (e.g., video surveillance)

Data & Accountability

- Establish a records management system for data analysis

- Regularly convene school and district leaders to review data and examine trends for targeted interventions and deployment of security resources

School Safety

Staff Training/Accountability for Incident Reporting

- Special Assistants of Operations have provided training and support for school administrators
  - Leadership Meeting
  - Individualized support
- Security Supervisors have trained security personnel
  - Individualized support on site
  - Staff meetings
- Office of College and Career Readiness trained Student Support Teams including the school level Harassment Intimidation & Bullying designee
- All incidents are reviewed at the network level by the Special Assistant of Operations to ensure that:
  - All incidents are fully investigated
  - Students receive support from the SST
- Violence Vandalism Substance Abuse incident reports are reviewed by the Safety Office
- The district is exploring computer-based reporting options

State Requirements for Incident Reporting

- What constitutes a Violence Vandalism Substance Abuse (VVSA) incident?

  o An incident that takes place on school grounds, at a school-sponsored event, or on a school bus

  o All VVSA incidents fall into two categories:

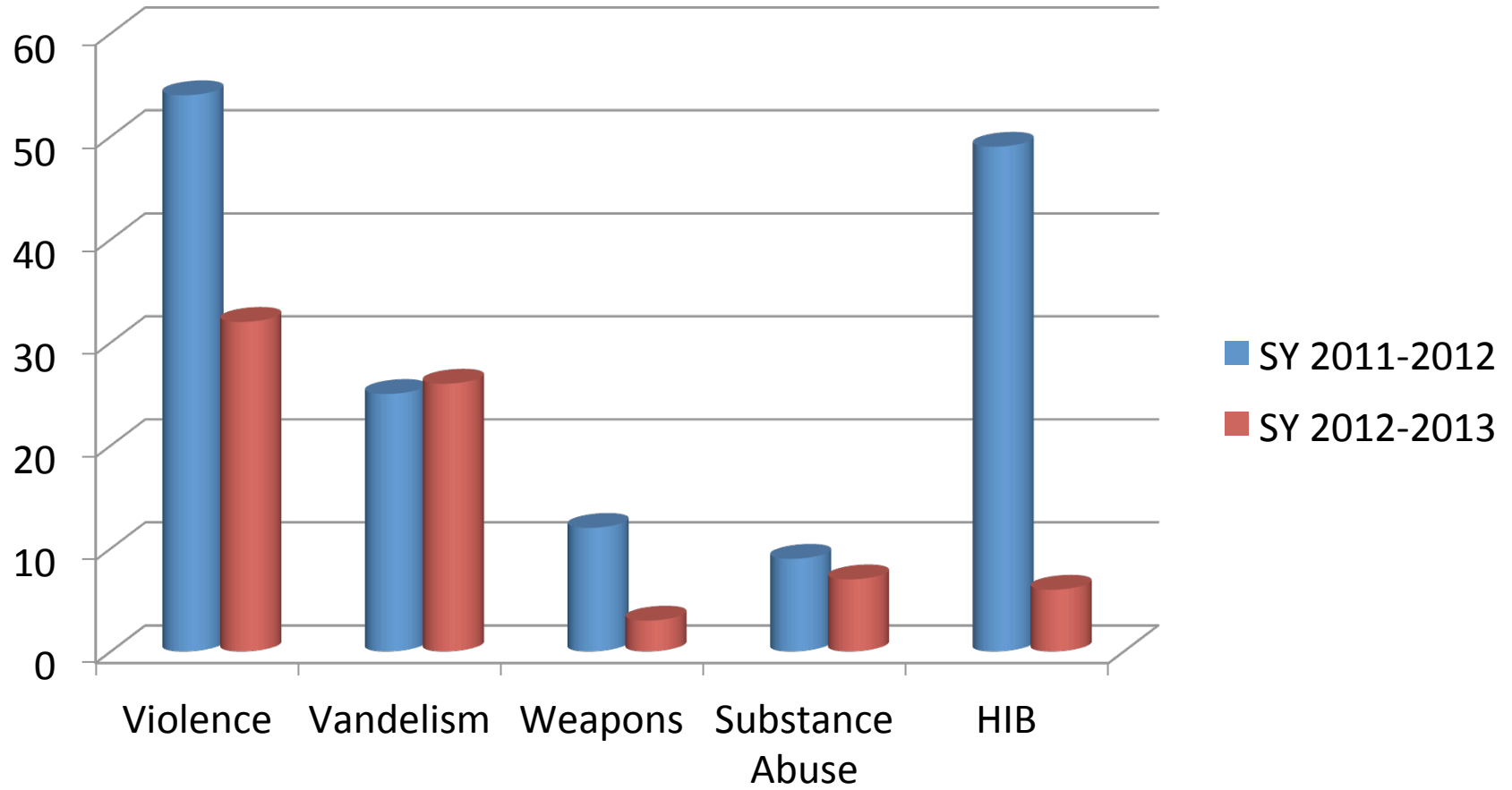| VV-SA	An incident of violence, vandalism, weapons, or substance abuse involving <u>any</u> student.
Other—Spec. Ed.	The suspension or removal of a student with a disability for *any reason other than* violence, vandalism, weapons, or substance abuse.

- All forms are sent to network offices and the Office of Security Services for review

- Statute N.J.S.A. 18A:17-46

NPS Incident Report Data

Incident Type	SY 2011 – 2012 Sept. – Dec.	SY 2012-2013 Sept. – Dec.	Difference
Violence	54	32	-40%
Vandalism	25	26	+4%
Weapons	12	3	-75%
Substance Abuse	9	7	-22%
HIB	49	6	-87%
Total	139	74	-47%

School Safety

NPS Incident Report Data

- END -